

University Hospitals Health System



REPORT TO OUR COMMUNITY

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ON THE COVER **LEE PONSKY, MD**, *director of the Center for Urologic Oncology and Minimally Invasive Therapies*, and fifth-year resident Yvonne Cook, MD, utilize high-tech equipment and the most patient-friendly surgical techniques – a century in time and light years in sophistication beyond what constituted a “state-of-the-art” operation (right) at Lakeside Hospital, circa 1906.



BUILDING ON THE LEGACY

This year marks the 140th anniversary of University Hospitals. From its beginnings in 1866 as a makeshift infirmary in a tiny wooden house on the shore of Lake Erie, University Hospitals has indeed progressed spectacularly over the years. Today, we are a leading healthcare organization, having risen on the foundations laid nearly a century and a half ago by far-sighted, civic-minded supporters and exceptionally talented physicians, teachers and researchers.

Those men and women shared a singular vision: to create and sustain an outstanding healthcare resource for the well-being of all Clevelanders. They succeeded admirably in realizing that dream, and the legacy we have inherited from them—a continuum of healing, teaching and discovery stretching back 140 years—is both humbling and inspiring.

In this 2006 Report to Our Community, we add our own contemporary narrative to that ongoing story. And we look ahead as well, to provide a glimpse of our future: As you will note later in the report, this year saw the public launch of Vision 2010, an initiative that represents the largest single endeavor in our 140-year history and the most transformative.

The pace of change in modern healthcare is too swift to allow us to dwell long on accomplishments of the past, however impressive they have been. Today, the principal task of University Hospitals Health System is to anticipate the evolving needs of our patients and find the best ways to address them.

So even as we honor the efforts of the guiding spirits of yesterday, we also recognize that our primary focus must always be on the needs of tomorrow.

This is truly a pivotal moment
in University Hospitals' history.

Dear Friends,

This year, University Hospitals celebrates 140 years of serving Cleveland and Northeast Ohio. Since our first hospital opened in 1866, our Health System has delivered leading-edge medical advancements that enhance the lives of patients in Cleveland and the nation. After nearly a century and a half of providing the highest-quality patient-centered care, UHHS continues to expand the limits of knowledge and discovery in medical research.

In this 2006 Report to Our Community, we commemorate this legacy and recognize this past year's place in our celebrated history. A year of progress and achievement, 2005 also marks the beginning of our transformation from a respected, regional healthcare provider to an internationally recognized leader in clinical excellence and healthcare delivery.

Several years ago, we successfully introduced an organizational and financial discipline that helped us deliver our second consecutive year of positive operating margins in 2005. The financial community validated our progress when independent rating agencies Moody's Investors Services and Standard & Poor's significantly upgraded our bond ratings into the A category. We are pleased to report that these upgrades were attributed to our improved financial performance, the significant operating enhancements we have made over the past few years, and our development of a strategic plan.

Our progress was also affirmed through the generous support of our donor community. In 2005, we achieved record highs in annual gifts, planned gifts, and contributions received at our major annual fundraising events. Further, our average total contributions in 2004 and 2005 represent a nearly 300 percent increase in giving compared with the previous 10 years.

In parallel with the continuation of our financial turnaround, UHHS in 2005 enjoyed sustained, international recognition for quality outcomes. *U.S. News & World Report* once again recognized University Hospitals of Cleveland as one of the "Best Hospitals in America," with 14 of our specialties rated among the nation's top programs.

The year 2005 also marked a series of key leadership appointments throughout the Health System, most notably that of Achilles A. Demetriou, MD, PhD, FACS, to the position of Executive Vice President and Chief Operating Officer, UHHS. The role of Chief Operating Officer, entirely new to the organizational structure of UHHS, was established as an important next step in our efforts to completely integrate the Health System.

These 2005 milestones confirmed our ability to meet the challenges that lie ahead of us. More important, such outcomes signaled to the UHHS Board of Directors, to our leadership team and to our community that we are ready to move into the transformational period of our history when we will revitalize our Health System and transform the way we deliver patient-centered care to the people of our region and the nation by implementing our bold new strategic plan: Vision 2010.

This is truly a pivotal moment in the System's history and our community, patients, employees, donors and leaders have responded enthusiastically.

In the pages of this 2006 Report to Our Community, we will share with you our progress in 2005 and offer an inside look at how we will implement Vision 2010 to build on our legacy of caring for Cleveland. With your support, we will secure our leadership role in healthcare delivery while honoring our service-rich past.

We thank you for your continued support of University Hospitals Health System and our mission—to deliver the highest-quality healthcare and superior clinical outcomes while advancing research and education.



Christopher M. Connor
Chairman, Board of Directors
University Hospitals Health System

Thomas F. Zenty III
President & Chief Executive Officer
University Hospitals Health System

Generations

A 140-year legacy of healing, research and education has propelled University Hospitals Health System to the forefront of 21st-century medicine. While our founders might marvel at the technological wonders of today's ultra-modern medical center, they would have no trouble recognizing the principles of service they instilled so long ago—principles that continue to motivate our every effort.



MICHELE WALSH, MD, *medical director of the Neonatal Intensive Care Unit of Rainbow Babies and Children's Hospital*, shares a moment with one of the many tiny patients who find new hope in the NICU each year. *Calvina MacDonald (right)*, for whom MacDonald Women's Hospital is named, was no less nurturing a century earlier as superintendent of the Cleveland Maternity Hospital.





Ireland Cancer Center director **STANTON GERSON, MD**, tries to unlock the therapeutic potential of adult stem cells in the \$2.1 million Cell Production Facility of the National Center for Regenerative Medicine in the Wolstein Research Building. Decades ago, exploration in Lakeside's pathology laboratory (right) was less complex but equally rigorous.





EZEQUIEL CASSINELLI, MD, *Division of Orthopaedics physician and senior instructor in the Case School of Medicine*, upholds the tradition of educating young doctors that has been a fundamental role of University Hospitals since its earliest years, even before the surgical amphitheater (left) offered students and interns an opportunity to learn by observation.



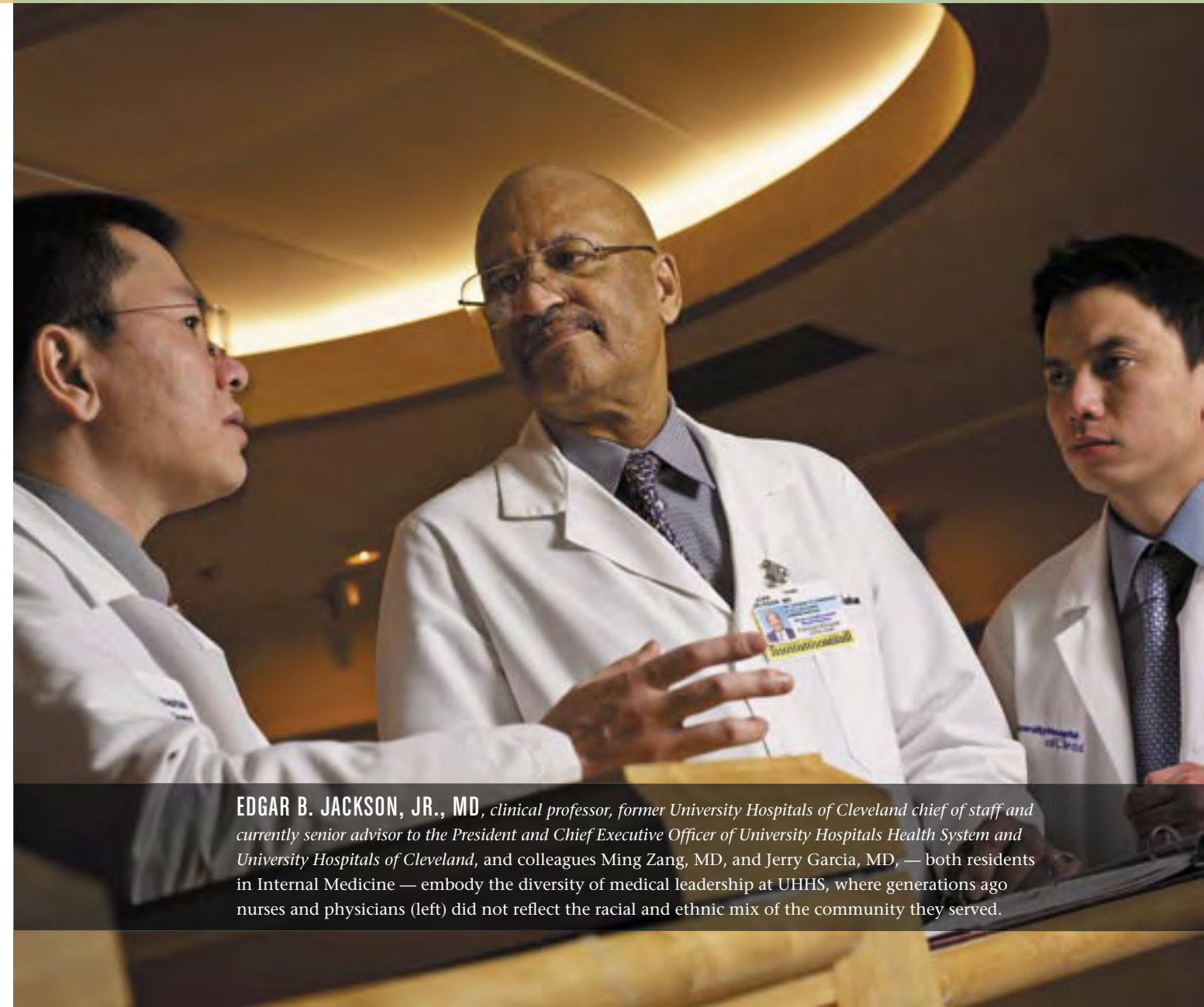
JOSE SUAREZ, MD, director of the Neuroscience Intensive Care Unit in the new Neurological Institute of University Hospitals, uses modern imaging undreamed of in an earlier era of medicine (right), when physicians and surgeons were only beginning to understand the intricate workings of the brain. The new Institute is Cleveland's first comprehensive center for disorders affecting the nervous system.





NATALINA ANDREANI, MD, *Obstetrics/Gynecology*, and **CHRISTINE BLATNIK, RN** — both of the *Geauga Regional Medical Center* — exemplify the close working relationship between physician and nurse that has ensured incomparable patient care at UHHS since the nursing corps was under the tutelage of Isabel Hampton Robb (right), a disciple of Florence Nightingale, herself.





EDGAR B. JACKSON, JR., MD, clinical professor, former University Hospitals of Cleveland chief of staff and currently senior advisor to the President and Chief Executive Officer of University Hospitals Health System and University Hospitals of Cleveland, and colleagues Ming Zang, MD, and Jerry Garcia, MD, — both residents in Internal Medicine — embody the diversity of medical leadership at UHHS, where generations ago nurses and physicians (left) did not reflect the racial and ethnic mix of the community they served.

THE HISTORY OF UNIVERSITY HOSPITALS HEALTH SYSTEM is in many ways a chronicle of challenges overcome. Since our founding in the aftermath of the Civil War, every era has presented its own challenges and opportunities. Yet each succeeding generation has accepted stewardship of the medical center's legacy and found paths toward progress.

Today, thanks to the diligence, determination and hard work of the entire UHHS family, we are poised to enter a new era of accomplishment. All of us recognize the need to maintain focus on fulfilling our vision for the institution—to earn national recognition for the quality of the care we deliver, the medical training we provide and the new knowledge we bring to the world. But just as in earlier times, all of us are ready, willing and able to maintain the momentum of our mission and to meet the challenges that lie ahead.

MAKING STRIDES

The success of the System-wide performance improvement initiatives we began in 2003 is evidenced in 2005 with a second consecutive year of operating profitability. Patient volumes in 2005 exceeded 2004 levels and met our budget expectations, while our operating profits exceeded both budget and prior year amounts.

As a result of our improved operating performance, Moody's Investors Service raised our credit rating to "A3" in June, while later in the year Standard & Poor's upgraded our rating to "A." Our goal is to continue to improve our financial performance and operating efficiency.

Recognition of our improved operating performance by Moody's and Standard & Poor's is testament to the high standards maintained in our seven System hospitals, four joint-venture hospitals and 15 outpatient facilities throughout six counties of Northeast Ohio. With more than 3,000 physicians, 2,697 hospital beds, 5.4 million outpatient visits and more than 100,000 surgical procedures annually, University Hospitals Health System represents a powerful economic force in the communities we serve. As the second-largest private-sector employer in Northeast Ohio and one of the five largest private employers in the state, UHHS is also a force for economic vitality. For every job created within the System, an additional 1.6 jobs are created in other businesses throughout Ohio, resulting in annual wages and salaries of more than \$1.7 billion.

As financial performance has strengthened, so too has clinical excellence. We are proud to report that once again our System has been recognized by *U.S. News & World Report* among the "Best Hospitals in America" in 14 categories. These rankings include Rainbow Babies & Children's Hospital's status as the "Best Children's Hospital in the Midwest," and the Ireland Cancer Center's rating among the top 20 cancer centers in the United States. In addition, *Solucient*

healthcare business intelligence ranks University Hospitals of Cleveland among America's "Top 100 Cardiovascular Hospitals" and among the top 15 major teaching hospitals.

Child magazine places Rainbow among the five best children's hospitals in the country, and we earned a Distinguished Hospital Award for Clinical Excellence from HealthGrades ratings. In addition, the Medical Intensive Care Unit (MICU) of University Hospitals of Cleveland was awarded the Beacon Award for Critical Care Excellence by the American Association of Critical Care Nurses. Critical care units that receive the Beacon Award exhibit high quality standards, exceptional care of patients and their families, and healthy work environments. Finally, University Hospitals Health System received the Employers Resource Council's North Coast 99 Award for the third consecutive time. This award honors 99 great workplaces for top talent in Northeast Ohio.

PROPELLED BY OUR PEOPLE

The momentum of our financial, clinical and research progress was enhanced throughout the year by the addition of key personnel in a number of areas. We have strengthened our human resources by bringing in individuals of unparalleled expertise and experience to lead us into a future of even greater accomplishment.

A national search led to the October appointment of **Achilles A. Demetriou, MD, PhD, FACS**, as Executive Vice President and Chief Operating Officer of University Hospitals Health System. Dr. Demetriou previously served as Chairman of the Department of Surgery at Cedars-Sinai Medical Center in Los Angeles, Professor of Surgery at the University of California, Los Angeles School of Medicine and as Vice-Chairman of the school's Department of Surgery. He is internationally recognized for his academic achievements, his accomplishments in technology transfer and his expertise in clinical program growth.



Jeff Ponsky, MD, Chair of the Department of Surgery at University Hospitals and Case Western Reserve University, performs a new procedure to treat gastroesophageal reflux.

Jeffrey C. Boutelle brings a wealth of experience in building brands, developing high performance teams and leading change to his position as Senior Vice President for Marketing & Communications at University Hospitals Health System. **Thomas D. Snowberger** came to Cleveland from the energy company E.ON in Düsseldorf, Germany, to become Senior Vice President, Human Resources.

In February, **Jeffrey L. Ponsky, MD**, became the new chair of the Department of Surgery at University Hospitals of Cleveland and Case Western Reserve University. Dr. Ponsky is one of the nation's leading endoscopic surgeons and is known as an innovator in minimally invasive surgery, as a distinguished researcher and teacher, and as a dynamic, creative leader.

Scot C. Remick, MD, Director of Developmental Therapeutics at the Ireland Cancer Center and the Case Comprehensive Cancer Center, was named the first incumbent to the Dr. Lester E. Coleman, Jr. Chair in Cancer Research and Therapeutics. Dr. Remick, who is also Professor of Medicine at Case Western Reserve University School of Medicine, is a pre-eminent cancer researcher working at the cutting edge of drug development for difficult-to-treat cancers and AIDS malignancies. His research focuses on the clinical development of new cancer treatments, such as angiogenesis inhibitors, and he leads an emerging international collaboration with investigators in Africa in AIDS related malignancies.

Conor P. Delaney, MD, PhD, was appointed Chief of the Division of Colorectal Surgery at University Hospitals of Cleveland. Dr. Delaney, who is also Professor of Surgery at Case Western Reserve University School of Medicine, is one of the most highly respected minimally invasive colorectal surgeons in the world. His expertise attracts surgeons from around the globe to study his techniques.

Among the most notable developments of the year was the naming of **Richard E. Grant, MD**, as holder of the Edgar B. Jackson, Jr., MD Endowed Chair at University Hospitals of Cleveland—the first endowed chair to honor an African-American physician in Ohio and the only endowed position in Ohio that promotes and ensures diversity among future medical leaders. The Chair honors the esteemed **Edgar B. Jackson, Jr., MD**, a clinician and academic administrator who currently serves as Senior Advisor to the President and CEO of University Hospitals Health System and University Hospitals of Cleveland.



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ARM IN ARM

The relationship between University Hospitals Health System and our academic partner, Case Western Reserve University—ties that have bound us together since 1870 — continued to evolve in 2005, as we announced a unified faculty practice plan.

Under the plan, all faculty members at the Case School of Medicine with clinical activities at University Hospitals of Cleveland will be included in the new medical group, bringing all practice groups under one unified practice plan to improve operational efficiency and strengthen support for research and educational programs. The Wolstein Research Building will continue as the flagship collaboration between our two institutions, with each continuing to invest in translational, disease-oriented research.

THE PACE OF PROGRESS

The year 2005 saw an astonishing array of major clinical successes and first-of-their-kind procedures, studies and trials.

In June, for example, four University Hospitals of Cleveland organ transplant surgeons — **Mark Aeder, MD**, **James Schulak, MD**, **Christopher Siegel, MD**, and **Juan Sanabria, MD** — conducted Northeast Ohio's first simultaneous kidney transplant. Through a computerized, state-wide paired donor program, a Twinsburg man with diabetes received a healthy kidney from a Wisconsin woman while her sister, suffering from kidney failure, received a healthy kidney from the man's wife. The Paired Donation Consortium is one of only three live-paired donation programs in the nation and is designed to increase the number of organs available for transplantation, decrease waiting times for patients and increase transplant success rates by identifying more live donors. University Hospitals of Cleveland is one of nine transplant centers in Ohio participating in the program that now has grown to include centers in seven states.

Researchers at the Ireland Cancer Center, led by principal investigator **Robert J. Maciunas, MD**, a University Hospitals of Cleveland neurosurgeon, began a study of an innovative treatment regimen for patients with a brain tumor called malignant glioma. These tumors represent the third leading cause of cancer death in patients ages 15 to 34 and appear to be increasing among the elderly. The new treatment delivers a drug activated by a precision laser to destroy cancer cells.

Arteriocyte, the first spin-out company from the Center for Stem Cell and Regenerative Medicine, received the initial installment of a combined \$1.4 million Phase I/II "fast track" Small Business Technology Transfer Award grant from the National Heart, Lung, and Blood Institute of the National



Willie Pham, Environmental Services, is well-known for offering comfort and encouragement to patients while working in the Medical Intensive Care Unit.

Institutes of Health. The grant funds a study of "neovascuogenesis"—the generation of new blood vessels to replace or supplement those that have failed to adequately supply oxygenated blood to heart tissues, a therapy with the potential to augment conventional treatments such as artery bypass grafting and angioplasty. Arteriocyte was founded in 2004 by **Mary Laughlin, MD**, director of the Allogeneic Transplant Program at University Hospitals of Cleveland and associate professor of medicine and pathology at Case Western Reserve University, and **Vincent Pompili, MD**, director of Interventional Cardiology at University Hospitals of Cleveland and associate professor of medicine and director of coronary care services at Case Western Reserve University.

A study reported in *Cancer*, the journal of the American Cancer Society, found additional evidence of the effectiveness of colon cancer screening for early detection of disease. Led by **Gregory S. Cooper, MD**, and **Jonathan D. Payes, MS**, in University Hospitals of Cleveland's Department of Gastroenterology, study researchers also found that early testing is vastly under utilized in the United States. Although mortality and morbidity is reduced when a pre-malignant growth can be detected and treated early, the research found that most testing was performed within six months of diagnosis. Patients with a history of screening more than six months prior to diagnosis had earlier stage and presumably more treatable disease.

Later in the year, **Sanford Markowitz, MD, PhD**, was senior author of a study published in the *Journal of the National*

Cancer Institute that identified a new DNA gene marker, vimentin, as three times more effective in detecting colon cancer than the standard doctor's office test that detects blood in the stool. Using the vimentin marker, researchers were able to detect colon cancer in 46 percent of patients studied, compared with 15 percent for the standard fecal occult blood test. The study was a collaboration among Case Western Reserve University School of Medicine, the Ireland Cancer Center, the Howard Hughes Medical Institute and the Massachusetts biotechnology company EXACT Sciences Corporation.

Matthew J. Kraay, MD, director of Total Joint Replacement at University Hospitals of Cleveland, and team members **Victor M. Goldberg, MD**, **William J. Petersilge, MD**, and **Roger G. Wilber, MD**, used minimally invasive procedures for hip and knee replacements in the increasing number of younger patients in their 30s and 40s who require them. A new generation of longer-lasting replacement joints, coupled with refined surgical techniques, is helping younger patients return to active lifestyles.

The Ireland Cancer Center launched a state-of-the-art **TomoTherapy** image-guided radiotherapy system to provide patients with more accurate and precise radiation treatment. TomoTherapy's high degree of accuracy means that difficult-to-treat areas such as the lung, liver, spine and the base of the brain can be targeted with precision and that even previously irradiated areas can be treated, giving new hope to patients with recurring disease. This is the first use of TomoTherapy in the Ohio-Indiana-Pennsylvania region.

A Phase III clinical trial, led in part by **Hillard Lazarus, MD**, and **Afshin Dowlati, MD**, in the **Ireland Cancer Center** and sponsored by the Eastern Cooperative Oncology Group, showed that the addition of the monoclonal antibody Bevacizumab (Avastin) to the standard treatment for advanced, non-squamous non-small cell lung cancer produced improved survival rates. For the first time, more than 50 percent of patients with metastatic cancer surpassed a one-year survival rate, indicating that the results of the study may change the standard of care for all patients suffering from this type of cancer.

University Hospitals of Cleveland surgeon **Raymond Onders, MD**, pulmonologist **Robert Schilz, PhD, DO**, and neurologist **Bashar Katirji, MD**, performed minimally invasive surgery on a 49-year-old patient with amyotrophic lateral sclerosis (ALS, or Lou Gehrig's disease) to implant a

device that electrically stimulates the diaphragm. The device is intended to maintain muscle strength, decrease the rate of respiratory decline that ALS causes and delay the need for a respirator. The procedure has been performed successfully on 24 patients with spinal cord injuries—including actor Christopher Reeve in 2003—but never before on an ALS patient. An ongoing study will evaluate the progress of 10 patients over time and to date, seven patients have been implanted with excellent early results showing promise in treating this devastating disease.



Surgical resident John George III, MD, (left) consults with University Hospitals of Cleveland surgeon Raymond Onders, MD. More than 100,000 surgeries are performed each year throughout the System.

A research team led by **Maureen Hack, MD**, neonatologist at Rainbow Babies & Children's Hospital, found that children born at extremely low birth weight have significant long-term health and educational needs that require special attention as they grow older. The study revealed that children born weighing less than 2.2 lbs. were at significantly increased risk of experiencing chronic health conditions and functional and educational limitations compared to normal-birth-weight children. This argued in favor of proactive planning for the long-term health and educational care needs of all extremely low birth-weight survivors.

Ireland Cancer Center researchers under the direction of **Stanton Gerson, MD**, successfully transferred the MGMT drug-resistance gene to a cancer patient using her own stem cells. Further clinical research would allow other patients to undergo stronger chemotherapy treatments with less severe

side effects. The patient was only the sixth in the world to be treated in an MGMT drug resistance stem cell gene therapy trial (all at ICC) and the first to show the success of the procedure.

The newly opened stem-cell production facility of the National Center for Regenerative Medicine, which is located on the top floor of the **Wolstein Research Building**, is capable of producing billions of nonembryonic stem cells for clinical trials. The facility represents an important step in our region's efforts to build a biotechnology sector and enhances the work of experimental research projects that have relied on adult stem cells from bone marrow, blood and umbilical-cord blood to treat leukemia and other cancers. Dr. Gerson is the director of the center.



Warren Selman, MD, (standing) Chair of the Department of Neurosurgery, and Dennis Landis, MD, Chair of the Department of Neurology, collaborate to keep University Hospitals of Cleveland among the nation's leading centers for the treatment for neurological disorders.

University Hospitals of Cleveland was also one of 55 hospitals across the country recognized by The American Heart Association for its success in using the **"Get With the Guidelines"** program to improve the quality of care among patients with coronary artery disease and heart failure. In addition, we were among fewer than 10 hospitals nationwide that received the AHA's Sustained **Performance Achievement Award** for hospitals that met or surpassed the "Get With the Guidelines" core measures for at least 24 consecutive months.

The Lance Armstrong Foundation named **Vivian von Gruenigen, MD**, gynecologic oncologist at the Ireland Cancer Center, the winner of a "Young Investigator" research grant to study lifestyle change and quality of life among survivors of obese endometrial cancer, the most common gynecological cancer in the United States (affecting more than 40,000 women annually). Obesity is the greatest risk factor for development of the disease.

The Department of Health and Human Services awarded \$18.5 million healthcare and information technology grant to four consortiums, one of which includes University Hospitals Health System, to design and implement a prototype for a national, electronic and interoperable architecture that will enable hospitals to transmit patient health records via the most secure, fast and accurate technology. This UHHS consortium, administered by the Northrop-Grumman Corp., was developed for a groundbreaking federal project called the National Health Information Network. The consortium will create a prototype that can be used by the government and the healthcare industry as a feasibility study for the electronic architecture. University Hospitals of Cleveland Chief Medical Officer **Nathan Levitan, MD**, is the project's lead clinical liaison in Ohio.

Finally, University Hospitals Health System launched the **"Clear the Air – Because Everyone's Health Matters"** initiative, an innovative program to improve the health of UHHS patients and employees by making all UHHS hospitals, facilities and properties — including all parking lots, sidewalks and green space areas — entirely smoke-free.

CHARTING THE COURSE

University Hospitals Health System's progress in financial discipline, personnel enhancement and clinical excellence during 2005 is reflected in the performance of our hospitals, services and programs.

OUR COMMUNITY HOSPITALS

UHHS BEDFORD MEDICAL CENTER

In 2005, we began construction on a new \$5.7 million Cardiovascular Center on the fourth floor featuring enhanced diagnostic capabilities and allowing us to offer interventional cardiac and vascular care. It is scheduled for completion in early 2006. The hospital also achieved a positive financial turnaround for the year. The acquisition of

CT Services from a private vendor and the addition of MRI Services in a newly constructed suite produced estimated net revenues some \$1.4 million in excess of planned targets. The completion of the redesign and renovation of our Emergency Department produced a 9 percent increase in patient volume during the year.



Cardiologist A. George Hawwa, MD, conducts a stress test in the newly opened Cardiovascular Center at Bedford Medical Center.

UHHS BROWN MEMORIAL HOSPITAL

Our newly installed 16-slice Computerized Tomography (CT) scanner captures multiple, wafer-thin, high-resolution images of a patient's anatomy, including the spine, head, abdomen and chest, to deliver state-of-the-art scans that provide physicians with diagnostic images of greatly improved detail. The Ohio Bone & Joint Institute, which opened in March 2005 reached the 99th percentile of patient satisfaction in overall care, as determined from surveys and focus-group testing by Press Ganey Associates, Inc.

Reflecting an ongoing strategic realignment to drive efficiency throughout the System, UHHS Memorial Hospital of Geneva President **Laurie S. Delgado**, also assumed the presidency of UHHS Brown Memorial Hospital.

UHHS GEAUGA REGIONAL HOSPITAL

During 2005, we completed a \$3.2 million expansion of the Emergency Department, launched a \$2 million, state-of-the-art MRI system, expanded the Center for Women's Health, inaugurated an ENT Imaging system for sinus surgery and announced plans for two major expansions of facilities and services for cardiovascular and orthopaedic care.

The year saw dramatic growth in outpatient visits and surgical volume, in orthopaedic services and cardiovascular laboratory procedures. In addition, patient satisfaction and likelihood of positive recommendation grew substantially in a number of measured areas.

UHHS HEATHER HILL

We achieved a complete turnaround in financial results in 2005, reporting positive net income for the year after incurring a net loss in 2004. Total discharges grew by nearly 70 percent, and the medical staff was expanded by the addition of 13 physicians. Early in 2006 we also began to provide critical care services in a new High Observation Unit under the medical leadership of **Howard Nearman, MD**, Chairman of the University Hospitals of Cleveland's Department of Anesthesiology.

UHHS MEMORIAL HOSPITAL OF GENEVA

We completed a \$1.5 million renovation and expansion of the Emergency Department in September, bringing state-of-the-art facilities and equipment to emergency care at the hospital. In addition, a new 16-slice Computerized Tomography (CT) scanner replaced our old scanner during the year. Pain management specialist Bruce Pizsel, MD, successfully implemented the Geneva Center for Advanced Pain Medicine, which contributed to a 20 percent favorable-to-budget increase in outpatient surgeries. In 2006, we are celebrating our 100th anniversary in Geneva.

UHHS RICHMOND HEIGHTS HOSPITAL

Our facility was designated an Institute for Healthcare Improvement "Mentor Hospital" for its Rapid Response Team, which has achieved significant reductions in mortality and cardiac arrests outside of the Intensive Care Unit. In addition, we are only the third Ohio hospital to be awarded ISO 9001:2000 certification, which utilizes ISO principles to identify breakthrough process-improvement opportunities. Now under construction, our new Cardiovascular Center will be a 10,000-square-foot, state-of-the-art facility for endovascular surgery and cardiac catheterization.

OUR JOINT VENTURE HOSPITALS

MERCY MEDICAL CENTER

In 2005, we became the first Stark County hospital to offer Intensity Modulated Radiation Therapy, a cutting-edge

treatment that targets cancer with pinpoint accuracy. Already the first accredited Chest Pain Center in the nation, we continued renovations within the Heart Center, including the completion of a centralized waiting area and a state-of-the-art conference area for interactive videoconferencing for medical education and consultation. Our new health center in the Lake Township Community Center completed one year of service to residents with increased patient volumes.

Accredited as a Community Hospital Comprehensive Cancer Program since 1986, Mercy Cancer Center's standing was renewed last year with a Three-Year Approval with Commendation from the American College of Surgeons Commission on Cancer. Fewer than 56 percent of all surveyed organizations receive such commendations.

SOUTHWEST GENERAL HEALTH CENTER

Based on our 2005 performance, we were ranked by *Solucient* among the country's "Top 100 Hospitals" overall and among the "Top 100 Hospitals for Cardiovascular Care." For the third year in a row, we were honored with the Distinguished Hospital for Clinical Excellence award from HealthGrades, Inc., a distinction achieved by only 72 other hospitals nationwide, and were rated #1 in medical cardiology in Ohio. Also for the third consecutive year, the Employers Resource Council's "NorthCoast 99" list recognized the hospital for its superior work environment. After a successful survey we once again received full accreditation from the Joint Commission on Accreditation of Healthcare Organizations.

More than 800 associates participated in the American Heart Association Walk at Jacobs Field in August, the largest number from any organization represented. We also raised more than \$67,000 to aid employees of Ochsner Medical Center in New Orleans, who were victims of Hurricane Katrina.

ST. JOHN WEST SHORE HOSPITAL

The diagnosis and treatment of all types of sleep disorders is the focus of the newly opened, state-of-the-art Center for Sleep Disorders. Our new Computer Aided Detection System offers women patients a "second look" at an irregular mammogram. We also are in the process of acquiring accreditation as a stroke center and designation as a Level III trauma center.

Early in 2006, we became the only Northeast Ohio hospital recognized by an *Inside Business*/Team NEO Success Award, which cited employee growth and profitability during the year. Thanks in large measure to our family-friendly work

environment, the hospital received a "NorthCoast 99" award from the Employers Resource Council as one of the best places to work in Northeast Ohio.

Robert M. Stern, MD, was elected as Hospital Medical Staff President, and **Kirby O. Smith** was named President & Chief Executive Officer of the hospital and President & Chief Executive Officer of UHHS/CSAHS – Cuyahoga, Inc., the healthcare system comprising St. John West Shore and St. Vincent Charity Hospitals.

ST. VINCENT CHARITY HOSPITAL

At the start of 2005, we formalized our affiliation with the Joslin Diabetes Center, the internationally renowned treatment, research and education institution. Later in the year we achieved an excellence rating in stroke care from HealthGrades, Inc., indicating our rank among the top 10 percent of all Ohio hospitals in this specialty.

Our Cleveland Center for Bariatric Surgery introduced laparoscopic adjustable gastric banding as an additional option for patients undergoing surgical weight loss. In addition, we completed the renovation and restructuring of the Henry A. Zimmerman Cardiac Surgical Unit, to provide a state-of-the-art environment for cardiac and vascular patients. The unit now features 10 private patient rooms, new headwalls, furniture and wiring, and a new model for nursing workstations. We also completed a \$250,000 renovation of the HealthCare Center, adding handicapped-accessible restrooms, three nursing stations and an upgraded patient waiting area.

PHYSICIAN SERVICES

UNIVERSITY PRIMARY AND SPECIALTY CARE PRACTICES (UPCP)/UNIVERSITY HOSPITALS MANAGEMENT SERVICES ORGANIZATION (UHMSO)

The largest primary care physician group in Northeast Ohio serves patients at more than 70 locations throughout the region, and is the largest single portal of entry into University Hospitals Health System. During the year we added to our capabilities by assembling a major group of nine family practitioners and three pediatricians in Twinsburg, who will form the core practice of the new UHHS Twinsburg Health Center.

We were named one of only five organizations in the United States to receive a \$1 million award from the Centers for Medicare & Medicaid Services to study the technical

standards and clinical impact of electronic prescribing. The American Diabetes Association granted us Accreditation for Diabetes Self-Management training programs at six sites in the UHHS network. We established the first Urgent Care Fellowship in the United States, which begins in July 2006. Finally, for the third consecutive year, we were included in Medical Group Management Association's annual publication, *Performance and Practice of Successful Medical Groups*.

HOME CARE

UNIVERSITY HOSPITALS HOME CARE SERVICES

The most profitable year in our history ended with a positive net margin of approximately \$1.6 million.

One element in our success was our partnership with the University Hospitals Hemophilia Treatment Center, through which we produced an integrated Home Factor Distribution service called "Factor Advantage." The new program provides patients with ongoing services in their home, allows for better clinical integration within UHHS service lines and brings financial savings for patients and their insurance companies.

In addition, we implemented a true "Point of Care" information system to provide Home Care nurses with fully portable documentation and medical record capabilities via a laptop they can carry with them to the patient's home.

INSURANCE AND MANAGED CARE

The start of 2006 saw the launch of UHHS Corporate Health Service, an enhanced workers' compensation injury management program. The initiative combines the expertise and resources of University CompCare, our UHHS Workers' Compensation Program, UHHS Employee Health Service and a UHHS provider network dedicated to the delivery of high quality work-related healthcare services.

In addition, University CompCare achieved full two-year accreditation for workers' compensation medical case management services from URAC, the premier accreditation organization in the United States. Internally, we standardized and streamlined employment-related healthcare services across UHHS. Our efforts included the implementation of a Qualified Health Plan to provide prompt access to high-quality, work-related medical care and clinical case management services to UHHS employees.

QualChoice, the insurance plan of UHHS, had nearly 190,000 members enrolled in 2005. We continued to receive high marks for patient and physician satisfaction, successfully expanded our Medicaid offering into Lorain County and strengthened our commercial business through a re-pricing initiative.

THE NEXT BOLD STEP: VISION 2010

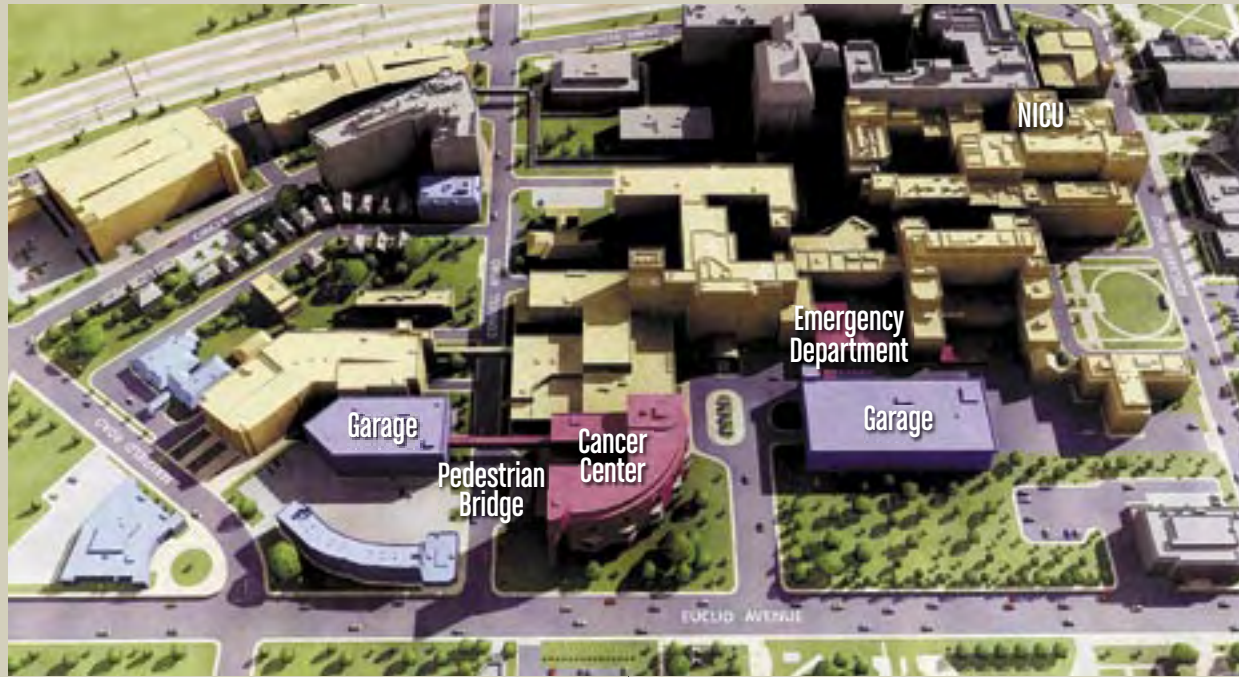
Vision 2010 is the largest single endeavor that University Hospitals Health System has ever undertaken.

Motivated by the same aspirations as our founders 140 years ago – to create and sustain an outstanding healthcare resource for the well-being of all Clevelanders – we have devised a strategic plan that will enhance our clinical, educational and research capabilities to ensure our continuing leadership in a new era of medicine. Vision 2010 is the logical progression in the continuum of care and service that has been the hallmark of this institution since its earliest days.

Vision 2010 calls for investments of more than \$1 billion over five years, targeting significant commitments to the University Hospitals of Cleveland campus, new facilities and considerable expansion of services at several System hospitals, additional suburban ambulatory centers and more than \$100 million in technological enhancements.

Financed through a combination of operational funds, government funding, long-term debt and support from the University Hospitals Health System donor community, the Vision 2010 plan includes:

- A new 200-bed, 320,000-square-foot freestanding cancer hospital on the University Hospitals of Cleveland campus, which will provide access to all of our nationally renowned inpatient and outpatient oncology services in a single, state-of-the-art, patient-centered facility. The new multi-story hospital will be home to the Ireland Cancer Center and will include radiation therapy, mammography, chemotherapy, surgical oncology, diagnostic services, wellness spaces, counseling and physicians' offices. Plans call for construction to be completed by Fall 2009.
- A new 38-bed Neonatal Intensive Care Unit at Rainbow Babies & Children's Hospital, to unite advanced technology, research and clinical services in a home-like environment that includes private space for parents to sleep at their child's



bedside. The new unit will add a surgical suite and imaging capabilities that enhance the ability to diagnose, treat and, if necessary, operate on the tiniest patients near their rooms. Adjacent to the Level III NICU will be a 44-bed Neonatal Transitional Care Unit that allows babies to graduate from the intensive care setting and transition into a home-like setting where parents learn to handle their medical needs before leaving the hospital. The project is expected to be finished in Fall 2007.

- A major renovation and expansion of the Pediatric and Adult Emergency Department at University Hospitals of Cleveland, to more than double the available space to 54,000 square feet and increase the number of available beds from 41 to 70. The emergency department also will have improved patient access and state-of-the art diagnostic and laboratory capabilities to expedite and improve patient care. Construction is expected to begin in July 2006 and will take approximately two years to complete.

- UHHS Geauga Regional Hospital will enhance its orthopaedic and cardiovascular services with two major initiatives. A new joint and spine surgery unit with a dedicated 18-bed inpatient center, slated to open in May 2006, will feature advanced technology for patients undergoing knee or hip replacement surgery or reconstructive spine procedures. Outpatient services will include specialized programs in sports health and injury prevention. A new cardiac intensive care unit and renovated cardiac inpatient facilities will strengthen UHHS Geauga Regional Hospital's ability to provide comprehensive care for patients with heart disease.

- In addition, construction is scheduled for a new Ambulatory Medical Center in Twinsburg – a 40,000-square-foot outpatient medical center to be located off State Route 82, near Interstate 480 – and a second center (still in plan

ning) in Aurora, on State Route 43. The Twinsburg facility will include an urgent care center and pediatric, OB/GYN, family and pain management practices, advanced radiology and laboratory services and an expanded corporate health department.

- An electronic health record system that uses new technology to develop and maintain electronic records of patient health information will be installed System-wide. The electronic system will enhance the quality and safety of patient care by recording all relevant medical information, including patient demographics, medication usage, progress notes, past medical history and laboratory data. It will also help to prevent duplication of medications and testing, as well as check for allergies and drug interactions.

MOVING FORWARD TOGETHER

Vision 2010 is a commitment to the future of University Hospitals Health System, our patients, our communities, our physicians and our employees. It represents a further enhancement of such key Centers of Excellence as pediatric care and cancer treatment and research, as well as an enrichment of our ability to serve all patients throughout Northeast Ohio.

It is, in short, a bold next step in a journey that began 140 years ago – an ongoing mission to provide the highest-quality healthcare to our constituents and advance the state of medical research and education for the benefit of humanity.

We invite you to join with us as we move forward into a future of promise and achievement.

Report on Philanthropy 2005

A BRIGHT FUTURE FOR HEALTHCARE
...AND FOR NORTHERN OHIO

2005 was a pivotal and productive year at University Hospitals Health System, when the Board of Directors of University Hospitals crafted, fine-tuned and approved key provisions of Vision 2010, the health system's five-year strategic plan.

This is great news for the future of healthcare and Northern Ohio. Vision 2010 calls for an investment of more than \$1 billion, including a freestanding cancer hospital, a new Neonatal Intensive Care Unit in Rainbow Babies & Children's Hospital and a new Emergency Department with specialized pediatric and adult units, all on the main campus of University Hospitals of Cleveland. Also planned are new ambulatory medical centers in Twinsburg and Aurora and more than \$100 million in technological enhancements, including system-wide electronic health records.

As co-chairs of the UHHS Development Committee, we couldn't be more delighted. We greatly appreciate the extensive amount of planning necessary to create Vision 2010 and we eagerly await the benefits this unprecedented investment will bring.

In 2005, our donor community generously provided \$35.2 million in philanthropic gifts, exceeding our goals.

Anticipating Vision 2010, Rainbow and Ireland Cancer Center both convened National Leadership Councils of visionary supporters, to foster advocacy and philanthropy for these renowned Centers of Excellence. Their leadership is inspiring. After the first meeting of the National Cancer Leadership Council, Thomas W. Cristal offered a lead gift to support the new cancer hospital. Many other friends of University Hospitals tell us they, too, look forward to new facilities and are already committing their support.

The Diamond Advisory Group was also established in 2005 and includes nearly 100 legal, financial, real estate and insurance professionals who are working with our Planned Giving professionals to help clients and donors meet philanthropic and financial goals.

We dedicated two endowed chairs in 2005, both of which will support medical excellence for generations to come. In April, Alan R. Cohen, M.D., was inducted as the first incumbent of the Reinberger Chair in Pediatric Neurological Surgery, thanks to the generous support of The Reinberger Foundation and the Rainbow Babies & Children's Foundation. In December, The Martin and Betty Rosskamm Chair in Pediatric Gastroenterology was dedicated in honor of Fred C. Rothstein, M.D., president and CEO of University Hospitals of Cleveland, and in memory of Martin Rosskamm, thanks to the generosity of Betty Rosskamm. A renowned pediatric gastroenterologist will be recruited for the chair.

We are grateful to all whose generosity helped make 2005 a successful year and we look forward to seeing construction cranes on the hospital's main campus in the coming years.



George M. Humphrey, II

George M. Humphrey, II

Sheldon G. Adelman

Sheldon G. Adelman

SAMUEL MATHER SOCIETY

We gratefully acknowledge our distinguished members of the Samuel Mather Society for cumulative (lifetime) giving of \$1 million or more. Samuel Mather (1851-1931), a renowned Cleveland industrialist, philanthropist and former University Hospitals board chairman and patient, was one of the most generous benefactors in the history of University Hospitals of Cleveland.

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CRISTAL PROVIDES LEADERSHIP SUPPORT FOR NEW CANCER HOSPITAL



ished last year. He says he is inspired, too, by the new leadership team at University Hospitals. “Their enthusiasm and intellect are inspiring. The vitality is really catching.”

Above: The Cristal family in 1988. Clockwise from top left: Jeff, Tom, Michael, the late Susan, and the late Peter. *Right:* “Friends,” a statue in the Atrium at University Hospitals of Cleveland, was a gift from the Cristal family in memory of son and brother, Peter.



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FIVE STAR SENSATION SOARS TO NEW HEIGHTS

The widely acclaimed Five Star Sensation raised almost \$1.3 million dollars in June to benefit the Ireland Cancer Center at University Hospitals of Cleveland. More than 1,500 guests at the 11th Five Star sampled fine food and wine from more than 60 world-renowned chefs and vintners from as far away as Hawaii and Italy. Wolfgang Puck, "Chef to the Stars," and his business partner, Barbara Lazaroff, returned to Cleveland as honorary co-chairs of the event.

Under the passionate leadership of Carole A. Carr, hundreds of volunteers devoted thousands of hours preparing for Five Star Sensation.

Wolfgang Puck

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CELEBRATING THE REINBERGER CHAIR AND ALAN COHEN, M.D.

In April 2005, The Reinberger Chair in Pediatric Neurological Surgery was dedicated, and renowned physician, teacher and friend to his many patients, Alan R. Cohen, M.D., was inducted as the first chairholder. Dr. Cohen is chief, Division of Pediatric Neurological Surgery, and surgeon-in-chief at Rainbow, and is widely respected in his field for his many pioneering innovations in pediatric neurosurgery.

William and Robert Reinberger, longtime UHHS and Cleveland philanthropists, made the chair possible with a generous gift from The Reinberger Foundation and the Rainbow Babies & Childrens Foundation. The resolution establishing the chair called for "a distinguished physician who demonstrates leadership in advancing patient care and clinical research within the field." The chair will enable Rainbow—for generations to come—to recruit and retain the best and the brightest in this critical subspecialty of medicine.

William Reinberger, Robert Reinberger, Alan Cohen, M.D.

NATIONAL LEADERSHIP COUNCILS LAUNCHED FOR IRELAND, RAINBOW



Terry and Shelly Adelman

chief executive officer of Max-Ventures LLC

Two influential leadership councils were established in 2005 to advocate for Ireland Cancer Center and Rainbow Babies & Children's Hospital, as UHHS advances plans to invest in a new Neonatal Intensive Care Unit at Rainbow and a new, freestanding cancer hospital.

The inaugural gatherings of Ireland's National Cancer Leadership Council drew more than 125 community leaders for meetings in July and September. Members of this group provide guidance, promote fundraising efforts and serve as advocates for University Hospitals' role in battling cancer. Sheldon G. Adelman, chairman of Adelman Capital LLC, member of the UHHS Board of Directors and co-chair of its Development Committee, chairs this group.

The Rainbow National Leadership Council held its first meetings in September, when more than 40 visionary leaders toured Rainbow and learned about its pioneering role in pediatric medicine and its ranking as one of the nation's top children's hospitals. Michael Feuer, a member of the UHC Board of Directors, chairs the council.



Michael Feuer, Sherri Bishop, Esq.

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- The Brian & Joe Rainbow Radiothon (CMN)

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- Ride the Rainbow Gala

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\$100,000 - \$249,999

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- The Ron Kornblut Memorial Golf Invitational

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- Brynn Monahan Charity Open
- Moonlighting Event
- Once in a Blue Moon
- Secret Service "Jukebox" Charity Golf Classic
- Tyrone's Memorial Run Foundation, Inc.
- What's Up, Doc?
- Whisker's Pub Annual Charity Chili Cook-Off



RAINBOW GOLF CLASSIC RAISES THE BAR

The 22nd Annual Rainbow Golf Classic to support Rainbow's kids raised an unprecedented \$170,000 in August at Kirtland Country Club. Guest speaker at the sold-out event was K.C. Bryan White, a former Rainbow cystic fibrosis patient, who is now a healthy, active young woman coaching several sports at Hathaway Brown, Ohio's oldest independent preparatory school for girls. Co-chairs, Eva Zunick and Joanne Glick, joined Corporate Chair, Steve Knoop of RPM International, leading the successful event, along with auction emcee, Tim White, co-anchor of WKYC Channel 3 News.

WKYC's Tim White; RPM International's Frank Sullivan, Steve Knoop and Ron Rice; Ryan Armour, Nationwide Tour golf pro

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Annual giving is an important component of the overall philanthropic plan at University Hospitals Health System, and affords all donors an opportunity to invest in a healthy future. We gratefully acknowledge those Annual Society members who gave \$1,000 or more in 2005.

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DIAMOND ADVISORY GROUP ENGAGED TO SUPPORT UHHS

More than 50 legal, financial, real estate and insurance professionals “took the field” in September to promote philanthropy at UHHS. The Diamond Advisory Group gathered behind home plate at Jacobs Field for its first meeting, hosted by Cleveland Indians President Paul J. Dolan, who is the group’s honorary chair.

Members of Diamond Advisory Group serve as UHHS ambassadors, advancing the health system’s mission and working with UHHS planned giving professionals to help clients and donors meet philanthropic and financial goals. For more information about the planned giving program, visit giving.uhhs.com on the Web or call 216.983.2228.

Paul Dolan

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BRIAN AND JOE RAINBOW RADIOTHON SETS INSPIRING RECORD

The 3rd annual Brian and Joe Rainbow Radiothon, hosted in August by Mix 106.5 WMVX deejays Brian Fowler and Joe Cronauer, inspired listeners to show their generous support of Rainbow Babies & Children’s Hospital with a record \$409,000 in gifts.

During 32 hours of programming, the radio personalities broadcast touching stories from Rainbow families and had thousands of listeners swinging from laughter to tears. Corporate sponsors included Foresters, Avalon, LifeShare, Steris, and Tops who collectively presented on-air gifts totaling over \$21,000.

More than 275 volunteers employed at local Children’s Miracle Network sponsor companies helped by volunteering to staff phone banks.

Brian Fowler, Ernie Barkett, Joe Cronauer

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ROSSKAMM CHAIR HONORS UHC'S OWN

In December, The Martin and Betty Rosskamm Chair in Pediatric Gastroenterology was dedicated in honor of Fred C. Rothstein, M.D. Dr. Rothstein, president and CEO of University Hospitals of Cleveland, also maintains a practice in pediatric gastroenterology at Rainbow, where he is a favorite among patients and families.

Betty Rosskamm, Dr. Rothstein's mother-in-law, made the generous gift to endow the chair both in tribute to her son-in-law and to honor her late husband, Martin Rosskamm, who founded Jo-Ann Stores. A renowned pediatric gastroenterologist will be recruited for the chair.

Fred Rothstein, M.D., Jackie Rothstein, Betty Rosskamm, Alan and Barbara Rosskamm

SAMUEL MATHER AWARD CELEBRATES CARRS

Carole A. and David D. Carr, longtime supporters of University Hospitals, were honored with the Samuel Mather Award at a gala dinner in October. Nearly 400 supporters attended.

For 18 years, Mrs. Carr has been a tireless volunteer leader of Five Star Sensation, the biennial benefit that has raised more than \$8 million for Ireland Cancer Center. In addition to their work on Five Star, the Carrs' philanthropic commitment to University Hospitals spans more than two decades and includes Mrs. Carr's participation on the Rainbow Babies & Children's Hospital National Leadership Council.

The Samuel Mather Award, named for one of University Hospitals' earliest supporters, was established to recognize the exceptional generosity and civic vision of benefactors who have had a lasting and profound impact on University Hospitals.

Fred Rothstein, M.D., Carole and David Carr, Thomas F. Zenty III



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\$25,000 +

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\$10,000 - \$24,999

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\$5,000 - \$9,999

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School of Medicine
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\$25,000 +

American Girls Luncheon
The Brian & Joe Rainbow
Radiothon (CMN)
Five Star Sensation Benefit
Once in a Blue Moon
Rainbow Golf Classic

PACESETTERS

\$10,000 - \$24,999

Cascades Cancer Conquest
The Ron Kornblut Memorial Golf
Invitational
Brynn Monahan Charity Open
Tri-ling for Children's Triathlon
Whisker's Pub Annual Charity Chili
Cook-Off

GRAND PATRONS

\$5,000 - \$9,999

Grand Valley Hunting Ranch-
"Get on Target for Child Safety"
Chuck Ricci Memorial Golf Outing
Shining Light Charity Golf Scramble

DIAMOND LEGACY SOCIETY

A generosity of spirit, shining for generations. We gratefully acknowledge the following individuals who have made provisions for University Hospitals Health System through their estate or other gift plan. Charitable estate planning provides an opportunity to make a once-in-a-lifetime commitment that benefits future generations and our community.

Peter and Anne Adams
Sheldon G. and Terry Adelman
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\$2.2 MILLION ESTATE GIFT EXPANDS UHHS GEAGA

UHHS Geauga Regional Hospital has formally renamed its newly expanded emergency department in recognition of a \$2.2 million estate gift from lifelong Chardon resident, Norma Chapman. A May 2006 grand opening is planned.

The Norma N. Chapman Emergency Center is twice as large as the former emergency department and is designed to better serve the growing needs of Geauga County residents. The \$3.2 million project incorporates the latest technology while allowing for greater patient privacy and comfort.

Mrs. Chapman, who died in 2000 at the age of 88, was well-known in and around Chardon for her civic and philanthropic contributions.

She was instrumental in founding the Auxiliary at Geauga Community Hospital and worked tirelessly toward the oversight and organization of hospital volunteers. She was a charter board member of the Chardon Public Library and supported a number of other local organizations, including UHHS Heather Hill, with her time, talent and philanthropy.

Mrs. Chapman was married to prominent attorney and former Chardon mayor, Newton Chapman.

Sonja Stiller, M.D., Lisa Knapp, RN



DIAMOND LEGACY SOCIETY

(continued)

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Dorothy Youngman
Thomas F. Zenty III
Malcolm and Helene Zucker

Have you made provisions for University Hospitals Health System in your estate plans? Call the Diamond Legacy Society at 216.983.2200.

2005 REALIZED ESTATE GIFTS

We gratefully acknowledge the following individuals, whose farsighted philanthropy benefited University Hospitals through their realized estates in 2005.

Grace M. Bizovsky
Richard F. Brezic
Bennie D. Carson
Susan E. Carter
Ruth S. Cowdery
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Audrey S. Zirke

Institutional Relations and Development has made every effort to ensure the completeness and accuracy of the 2005 Report on Philanthropy. Please call 216.983.2200 regarding any omissions or misspellings, and accept our sincere apologies. Thank you for your commitment to University Hospitals Health System.

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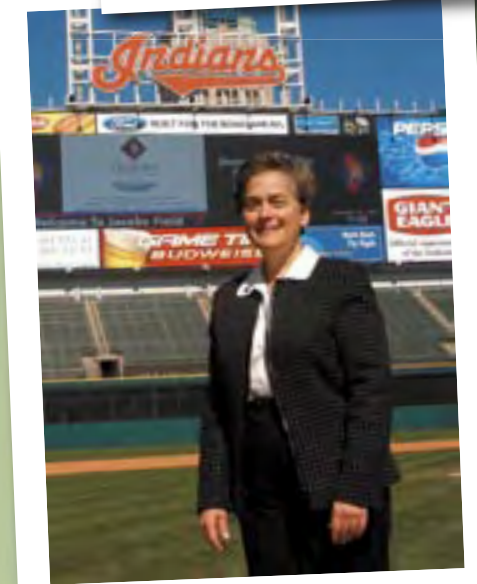
Portraits in Philanthropy



Carol and Barbara Ruhlman, joined other members of the National Cancer Leadership Council at its first meeting in June.



Patti and Ernie Novak, UHC board chairman, at the 2005 Five Star Sensation in June, which raised nearly \$1.3 million to benefit the Ireland Cancer Center.



Marcia Wexberg, Esq., Diamond Advisory Group chair, kicked off the inaugural meeting in September at Jacobs Field.



Members of the Rainbow National Leadership Council toured Rainbow Babies & Children's Hospital in September.



William and Robert Reinberger were among honored guests at the dedication of the Reinberger Chair in Pediatric Neurological Surgery in April.

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